

Section 5 Petty Officers

Leadership support should be provided where it most counts for nonrates, at the junior petty officer level. As one member noted during a focus group, “Our leadership training is upside down, we train officers but not junior enlisted.” Yet, in reality nonrates have much greater day-to-day dealings with junior enlisted supervisors than with officers. Furthermore, because competencies required of CPO’s cannot all be imparted at the E-6-to-E-7 transition point, they must be the culmination of development all along the way on the career path. This is why the PODI is so crucial in building the foundation at the mid-grade enlisted levels. The PODI prescribed leadership-related performance requirements by matching each of the 21 leadership competencies, established by Leadership Workgroup 2, to the rates in which they become effective. The PODI also prescribed the means for competency development to be provided through appropriate professional growth interventions such as A-schools, Striker Program, General Military Requirements (MRN's) including Performance-Based Qualifications (PBQ's) and knowledge elements of advancement courses. Associated recommendations fall under the heading of Development.

5.a. Development

5.a.1. A-School Leadership Training: An analysis of the A-school leadership program should be conducted to better define actual leadership needs at the E-3 level.

Research consistently indicated that the “leadership” most often affecting nonrate performance is from junior petty officers rather than officers and chiefs. Previous work in this area serves as a good starting point; however, a reassessment is in order since this must be put in context of the entire ECDP progression of professional development.

5.a.2. Strikers and Direct-Accession Petty Officer Leadership Training: Each petty officer candidate, including those who do not attend A-school (i.e., Strikers and Direct-Accession Petty Officers) should be required to complete the same resident-based leadership module as A-school students. All petty officers require this common leadership foundation.

5.a.3. Leadership Training at the E-5 Level: The Leadership and Management School (LAMS) should be retargeted to the E-5 level. This paygrade represents the “forgotten middle” of the enlisted ranks in which the exercise of leadership has traditionally been expected without corresponding leadership development support. LAMS should be structured in resident, exportable, or distance modes as appropriate in order to afford this training to *all* E-5’s upon advancement.